



## Notes from LEAD Editor

*This month in LEAD you will find a number of articles that focus on various aspects of leadership. For instance, in "People Don't Want to be Managed," you will find the thoughts of the CEO of Alaska Airlines, John F. Kelly, that mirrors the County's focus on learning new leadership skills, and leaving behind the micro-management skills of the past. You will also find some excellent tips on becoming an effective leader in the 21st century. We encourage you to use and share the ideas you find in LEAD!*

## People Don't Want to be Managed

There is an ongoing debate about the difference between managers and leaders. In the article "Let's Get Rid of Management" written by John F. Kelly, Chairman and Chief Executive Officer of Alaska Airlines, he explains the differences. One day Kelly stood up in front of all the management employees at an annual leadership conference and proclaimed, "Let's get rid of management." At first listen, employees thought Kelly was joking. To clarify what he meant Kelly went on to say, "To successfully get rid of management the company has to replace it with leadership. Sounds simple, but it's one of the most difficult challenges businesses face. It requires change. Which requires effort. Which requires commitment. It's easy to get interest, because replacing management with leadership sounds like the right thing to do, but it's hard to get that 'no-matter-what commitment' it takes to effect change."

To further illustrate his point Kelly read an advertisement from the Wall Street Journal to the employees, which read as follows

**Let's get rid of management. People don't want to be managed. They want to be led. Whoever heard of a world manager?**

*World leader, yes.  
Education leader;  
Political leader;  
Religious leader;  
Scout leader;  
Community leader;  
Labor leader;  
Business leader.*

**They lead. They don't manage. The carrot always wins over the stick. Ask your horse. You can lead your horse to water but you can't manage him to drink. If you want to manage somebody, manage yourself. Do that well and you'll be ready to stop managing and start leading.**

After Kelly read the advertisement, management cheered, because they began to understand what he was saying. Kelly ended his speech by saying, "To them, and to all of you out there who are trying to make a difference, congratulations on being leaders. We shall persevere. Lord knows, we need more of you in this world."

Adapted from "Let's Get Rid of Management," by John F. Kelly, published in the Alaska Airlines Inflight Magazine, March 2001

## WHAT MAKES A LEADER?

Anyone in an organization can be a leader. The ability to lead is not a trait formally conferred only on supervisors or managers. In fact, some might say that the most effective leaders in their organization are informal leaders, line workers without any "official" supervisory or management role. But all leaders must do the following:

**Inspire action.** Leaders have the ability to inspire those around them to take action to achieve a common goal, often far beyond anything those being led could have imagined attaining on their own.

**Communicate.** Communication is the glue that holds the individuals in an organization together. Great leaders are great communicators. They not only inspire others with their words and deeds but also paint compelling visions of the future, motivating others to follow.

**Support and facilitate.** Leaders support those with whom they work. They do so by creating an environment that supports individual action and prudent risk taking. Instead of deterring those around them or punishing them for trying to improve products, services, or work processes, they applaud their efforts - loudly and publicly.

-Adapted from *1001 Ways To Take Initiative At Work*, by Bob Nelson, Workman Publishing, New York 1999





*Success depends on people. It's not difficult for intelligent people to come up with creative ideas. The key is to follow through. Surround yourself with talented, competent people who share your goals and believe in the program.*

*-Dale Browning, President Plus Systems, Inc.*

## What Effective Leaders Do

Everyone seems to agree that effective leadership is essential for success, but who knows what these leaders do? Here is a list of the ten most significant lessons on leadership which experience has taught.

1. **Effective leaders prepare well for their positions.** Leadership is like a separate profession or career. People who want to take on a leadership position need to prepare well and continue to grow. Leaders are not born, they are made!
2. **Effective leaders rate themselves and others objectively.** Leaders who are subjective about themselves will be subjective in their evaluations of other people. Leaders must be objective in their evaluations and decisions and engage in "objective introspection"--they must know themselves well.
3. **Effective leaders initiate change.** Organizations can get hardening of the arteries. People and organizations need to change. Wise leaders know the importance of having productive people reporting to them. They also pay close attention to the people they hire. Socrates wrote: "The state is what it is because the people are what they are."
4. **Effective leaders work from the inside out.** The most meaningful change begins inside yourself. If you say you believe in promotion from within, you have to devote time and money to helping people develop. You have to plan ahead for who you are going to have in your key leadership positions and why.
5. **Effective leaders manage expectations.** Effective executives clarify expectations with those they work with. You can't just have a plan, put it in a drawer, and hope it works. You must have a way of linking expectation with delivery.
6. **Effective leaders are good teachers.** Good teachers are good role models--they practice what they teach. Inconsistency kills initiative. Leaders who are good teachers are accessible. They do not depend upon edicts, memos, or even voice mail. They're constantly engaged in a process of cutting, fitting, sifting, and sorting to arrive at the best solutions. They create well-informed teams at all levels. They concentrate on preventing problems. They praise and acknowledge the behind-the-scenes people who are usually taken for granted. They weed out those who aren't carrying their load.

7. **Effective leaders recognize real value.** They quickly discover who gets the best results. They determine who can accept constructive criticism. They realize if you bring people along too fast, they never learn to handle opposition and criticism.

8. **Effective leaders provide management incubators.** Where do you incubate managers? Who are the people responsible for incubating for future leaders? Identify these places, nurture them, and reward those responsible for them.

9. **Effective leaders provide opportunity for personal growth.** Every important project or goal needs a champion--not a committee, but an individual. Leaders must think carefully about what they champion and how critical that project is.

10. **Effective leaders reward real accomplishment--not mediocrity.** People must feel that their success is directly related to the success of their leaders. Leaders must not only be willing to share credit--they must do it. They must show by their actions how much they want their team members to succeed.

-Source: *What Managers Need to Know*, by Roger Fritz, Executive Excellence Publishing, 1999

## Leadership Test

To find out if you're a true leader, see if you possess these qualities:

**Leaders start** projects by asking, "What has to be done?" instead of "What do I need?"

**Leaders next** ask, "What do I have to do to make a real contribution?" The answer best suits the leader's strengths and the needs of the project.

**Leaders continually** ask, "What are my organization's purposes and objectives?" and "What qualifies as acceptable performance and adds to the bottom line?"

**Leaders don't** want clones of themselves as employees. They never ask "Do I like or dislike this employee?" But they won't tolerate poor performance.

**Leaders aren't** threatened by others who have strengths they lack.

-Source: Peter Drucker, cited in *Communication Briefing* Volume 20 Number 1

